Corporate Awareness Strategies towards Employee Satisfaction of Satellite Service Providers in Delta and Edo States, Nigeria

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Abstract: The current corporate methodologies are no longer relevant due to the complex nature of the service sector and the need for quick development, thus, examined the effect of corporate awareness strategies and employee satisfaction of satellite companies in Delta and Edo States of Nigeria using cross sectional survey research design method. The study applied three (3) dimensions of corporate awareness strategies namely embedded, empowerment and system connections strategies (independent variable) and employee satisfaction as the dependent variable. Questionnaire was the main instrument of data collection which was administered to two hundred and sixty-eight (268) respondents, out of which two hundred and fifty-six (256) were retrieved. Data obtained were analyzed via descriptive statistics (frequency count, simple percentage, mean, standard deviation, minimum value, maximum value, skewness, kurtosis, and Pearson correlation), diagnostic statistics (variance inflation factor and Breusch-Pagan and Cook-Weisberg) and inferential statistics (multiple regression) and analysis was carried out using STATA 14.0 Statistical software. The multiple regression results revealed that embedded system (T-value = 2.32; P-value = 0.021), empowerment (T-value = 3.26 P-value = 0.000) and dialogue/inquiry (T-value = 4.011; P-value = 0.000) significantly positively influence employee satisfaction. On the basis of the findings, the study recommends that management of satellite companies should incessantly encourage/maintain dialogue and inquiry among employees so as to enhance employees' satisfaction. Also, there is the need for management of satellite companies to imbibe a culture of employee empowerment so as to integrate employees fully into the schemes and processes of the organization.

Keywords: *Corporate Awareness Strategy, Employee Satisfaction, Embedded strategy, Empowerment Strategy, System Connection.*

Introduction

Broadly speaking, organization's success and performance largely depends on employees' skills and knowledge, hence most successful organization strive to match the needs of the business and those relating to employees. Identifying and matching the needs of employees as noted by Jonathan (2023), can be realized via corporate awareness strategies. corporate awareness strategy is a system of professional development activities offered by management of organizations to educate learners/employees. As observed by Gaby (2022), corporate awareness strategy consists of both formal and informal training offered by the management of organizations to educate employees in order for them to have the requisite skills and knowledge to be successful, now and in the future. Gui-Xia and Abdullah (2022) asserted that corporate awareness strategies encompasses digital and traditional training organizations use in enhancing skills and knowledge of workforce through training and development, embedded, empowerment, system connections, dialogue/inquiry and continuous learning.

On the other hand, employee satisfaction refers to how pleasant employees are with their job and if their aspirations and needs are met in the workplace. According to Alshemmari (2023), employee satisfaction is a broad expression that connotes how pleased or contented employees are with their organization,

employment and experiences. Peerman (2023) noted that employee contentment is a vital indicator that establishes whether or not employees are satisfied with their job. A high satisfaction rating suggests that employees are pleased with the way their organization treats them and a low satisfaction rating suggest otherwise (Parul & Pooja, 2017). Employee satisfaction according to Steben (2023), contributes to retention and a predictor of employee performance. In the views of Skopak and Hadzaihmetovic (2022), employee satisfaction can stem from physical elements (good salary and benefits), and intangible elements (involvement, recognition, excellent leadership, etc.). According to

Alkhaldi, Mgbemena and Alghamdi (2021), one strategy via which organizations can use to satisfy employees is by fostering continuous learning; therefore, organizations must offer a learning atmosphere that can help improve employees' satisfaction. Based on the foregoing, this study investigated the effect of corporate awareness strategies (embedded, empowerment and system connections, dialogue/inquiry) on employees' satisfaction, by utilizing some selected satellite service providers (companies) in Delta and Edo States, Nigeria.

Statement of the Problem

The telecommunication industry has indeed undergone significant transformation in recent years, largely due to the integration of embedded systems. Embedded systems, which are specialized computing systems designed to perform dedicated functions within a larger mechanical or electrical system, have become increasingly vital. This awareness are crucial for controlling a wide range of functions, including achieving employee satisfcation and more. The effectiveness of corporate awareness programs in enhancing employee satisfaction within the service industry remains an under researched area, despite its critical importance for institutional success. Service firms face considerable challenges, including high turnover rates, low motivation, and inadequate skills among staff, which can be attributed to a lack of effective awareness strategies. Recent studies indicate that corporate awareness initiatives can lead to significantly higher employee satisfaction and performance levels. In view of the above assertion, it is imperative that organizations should pay due attention to continuous learning, embedded, empowerment, system connection, and dialogue/inquiry. Organizations whose employees are not connected, empowered and embedded are liable to experience setback; they may not be competitive, resilient, successful and productive. Hence, this current study investigated the effect of corporate awareness strategies (using five dimensions of corporate awareness strategies- embedded, empowerment and system connections) on employee satisfaction of satellite companies in Delta and Edo States, Nigeria.

Objectives of the Study

This study investigated the effect of corporate awareness strategies on employee satisfaction of firms in Delta and Edo States, Nigeria.

Specific objectives were to:

- Examine the effect of embedded system awareness strategy on employee satisfaction of selected firms in Delta and Edo States, Nigeria.
- Determine the effect of empowerment awareness strategy on employee satisfaction of selected firms in Delta and Edo States, Nigeria
- Ascertain the effect of system connections awareness strategy on employee satisfaction of selected firms in Delta and Edo States, Nigeria.

Justification of the Study

This study was motivated given that when employees do not feel connected and empowered by organizations, it could lead to low employee satisfaction; this suggests that for employees to be satisfied, they must be fit for the job, link with colleagues and make sacrifices for the organization by working together. In view of the above, it is vital that organizations should pay attention to continuous learning, embedded, empowerment, system connection and dialogue/inquiry. More so, there are limited empirical studies on corporate awareness strategies and employee satisfaction in Nigeria; thus, study examined the effect of corporate awareness strategies (embedded awareness, empowerment awareness, system connections awareness) on employee satisfaction of satellite companies in Delta and Edo States, Nigeria.

Significance of the Study

The findings of the study would be vital to management of selected firms, policymakers, human resource practitioners and researchers:

- **Management of Firm:** the study will offer management of the selected firms with a good understanding on how corporate awareness strategies can help them improve the level of employee satisfaction. It is also hoped that this study will offer them with ways of handling embedded awareness; empowerment awareness, system connections awareness strategies to enable employees increase their satisfaction in a most positive way. Interestingly, findings of the study will assist management in deciding how corporate awareness strategies can be used in enhancing employees' satisfaction
- **Human Resource Practitioners:** the study assisted human resource practitioners to know why employees behave in certain ways due to corporate awareness and hence devise means of managing embedded awareness, empowerment awareness and system connections awareness strategies at their respective workplaces.
- **Management Researchers/Students:** The study offered researchers with a sound background/basis upon which further studies on corporate awareness strategies and employee satisfaction can be done and assist them to identify future research gap(s).

Review of Related Literature

Corporate Awareness Strategies

In contemporary environment of business, the success of an organization is dependent on the skills, experience and knowledge employees retain. According to Jonathan (2023), an organization can be able to identify and improve employees' needs, skills, experience and knowledge by means of corporate awareness strategies. The term corporate awareness strategy (CAS) is a system of formal development process provided by organizations' management to educate workforce. Gaby (2022) believed that CAS encompasses formal and informal training given by organizations' management to educate/train employees so as to make them have the required knowledge, skills and experience needed to make employees satisfied and the organization to succeed.

Gui-Xia and Abdullah (2022) opined that CAS entails both conventional and technological training organizations' management employs in promoting employees' skills, knowledge and experience via an embedded system, empowerment, system connections, dialogue/ inquiry and continuous learning among others. Thus, CAS are comprehensive strategies or plans aimed at enhancing employees' skills, knowledge and experience in order to enhance employees' satisfaction level. In this study, five (5) CAS were employed namely embedded systems, empowerment, system connections, dialogue/inquiry and continuous learning; the dimensions of corporate awareness strategies that were employed in this study are discussed as follows:

Embedded System Awareness

Embeddedness measures employees' engagement and goes beyond what happens in the workplace. An embedded system as observed by Bekirogullari (2019) has a significant impact on employees' satisfaction, specifically for employees that are just joining the organization. For instance, if employees do not feel connected to the organization, the probability of them leaving the organisation will increase exponentially. According to Chen and

Wang (2019), embeddedness can be disaggregated into three (3) vital elements – Fit (employee feels like they belong to the organization, thus they would share in the values & goals and contribute meaningfully to the success of the organization); Links (employees when connected, can result in stern relationship at work and outside of work).

In this regards, employees strive to invest their time in local networks; Sacrifice (if employees appears to leave the organization, they would feel as though they are giving up something like meaningful friendship or a promising career path). The outcome of leaving is greater than the promise of novel opportunities that can be obtained from organization outside. Thus, Demirel and Tohum (2018), suggest that management of organization should pay attention to embedded systems and strive to improve them in order to enhance employees' satisfaction. In the same vein, when improving an embedded system becomes an issue for the organization, management of organization should improve boarding process. Similarly Efe and Sevinç (2018) posited that embedded system should not only occur once new employees join the organization, it should be a system or culture that must continue. Hence embedded system should form an integral part of an organization's ongoing effort to engage the workforce.

Empowerment Awareness

The term empowerment refers to employees' level of autonomy and self-determination in an organization. According to Rauza (2018), empowerment allows employees to represent their interest in responsible and self-determined ways while acting in line with the structure and authority of the organization. In the views of Ulutaş (2018), empowerment refers to the process where employees get stronger and more confident about an organization, particularly in managing employee's own life and rights. Thus, empowerment connotes support from the organization which help employees overcome their feeling of helplessness as well as helping employees to identify and apply their skills, knowledge and experience in executing their jobs (Lassoued, Awad & Guirat, 2020) Empowerment is a drift from a deficit-oriented to a more strength-oriented notion; empowerment of employees has increasingly become a management notion and source of continuing training and self-help for the workforce (Rahmi, Achmad & Adhimursandi, 2020). In the work environment, empowerment is a practical method to resource-based intervention. Hence, it is seen as a means of increasing employees' responsibilities and tasks. Accordingly, Rauza (2018) believed that empowerment has a significant impact on employees' engagement, happiness and job satisfaction.

System Connections Awareness

Employees connect successfully with an organization when they feel needed by the organization; for this reason such employees would not pretend to be someone else and may totally identify with the aims, visions and goals of the organisation (Bicen & Demir, 2020). Organizations with improved system connections will make employees feel that they can benefit from the organization. Hence, system connections encompass reciprocal praises, honest feedbacks and encouragement of mutual improvements. More importantly, system connections encourage constant interactions between management and employees. According to Quested, *et al* (2018), organizations that express gratitude to employees and are prepared to establish imperative social connections with employees may expect same in return.

Furthermore, the pace at which employees connect with the organization can be largely influenced by connections within the group. Hence, when new employees find that there are few employees not connected, it indicates lack of social bonds among the workforce and hence decreases the satisfaction level of employees. In the same vein, when the connections between employees-employees and management-employees are not adequate, it could make employees look for employment elsewhere; this act may naturally make some employees feel dissatisfied with their job (Vansteenkiste, Ryan & Soenens, 2020). Hence, these signals may have the potential of emotionally disengaging employees inside the organization, thus leading to decreased employee satisfaction.

Employee Satisfaction

Employees who appreciate the efforts of the company will work harder and remain with the company longer, so making a space of inspiration and regard within the working environment can contribute to company's success (Suliman & Al-Shaikh, 2020). Employees need work they will not fear of. They need to work in a solid environment with inviting administration and colleagues, do significant work, and get paid well. A trade prioritizes employees' fulfilment, procure impressive benefits such as lower turnover, higher efficiency, positive organization culture, and devotion (Rahmi, Achmad & Adhimursandi, 2020), Concurring to Rahmi, *et al* (2020), contended that fulfilled workers work constantly to achieve the goals of the organization

Employees' fulfilment is a broadly investigated concern. Abd Rahman (2021) opined that employees' fulfilment has effect on work productivity. There are various flow impacting employees' fulfilment and a few found that work environment satisfaction correlates with employees' fulfilment. Belias, Rossidis, Papademetriou and Mantas (2022) see employees' satisfaction as evaluative judgments made around the work without complementing the pleasurable enthusiastic state of the representative. There are a number of strategies to exploring employees' satisfaction. Modern analysts have appeared that employees' who encounters hassles in his/her work schedule would encounter poor satisfaction (Jamal & Siddiqui, 2020). On the other hand, Lumbantoruan, Kurniawan and Sihombing (2020) contended that corporate awareness and good leadership style can lead to increased level of employee satisfaction within the organization.

Employee satisfaction implies how pleasant the workforce are with their jobs and if their aspirations and needs are met. According to Alshemmari (2023), employee satisfaction is a broad expression that connotes how pleased or contented employees are with their organization, employment and experiences. Peerman (2023) sees employee contentment as a vital indicator that establishes whether or not employees are satisfied with their job. A high satisfaction rating suggests that employees are pleased with the way their organization treats them and a low satisfaction rating suggest otherwise (Parul & Pooja, 2017). Mwesigwa, Tusiime and Ssekiziyivu (2020) asserted that employees who feel satisfied with their organization will exhibit positive behaviour and this positive behaviour would result to increased organizational performance, success and growth; hence the level at which employees are satisfied is of great concern to management of organizations.

Theoretical Framework

The study's theoretical foundation is based on Kanter's (1977) Structural Theory of Employee Behavior (STEB) (Seymour & Geldenhuys, 2018). The STEB suggests that the way organizations are structured or organized greatly influences how employees think and act. Employees' attitudes and behaviours in an organization are affected by their perceived level of access to power, learning authority and opportunities within the structure. Hence, Kanter proposed that employees display varied attitudes and behaviours based on the extent to which different structural supports for utilizing power, learning capability, authority and opportunity are effectively implemented

A key element, opportunity involves the chance to enhance knowledge and skills through advancement and movement (Steben, 2023). Power structure pertains to an individual's ability to utilize resources, information, and support in order to accomplish tasks effectively from their position of authority (Alshemmari, 2023). The chance to obtain necessary materials, supplies, customers, money, and personnel to achieve organizational goals is referred to as resource access (Ampofo, Coetzer & Poisat, 2017) while guidance and feedbacks from subordinates and supervisors to enhance organizational outcomes such as employee satisfaction, commitment, productivity, and performance is known as support (Bekirogullari, 2019). Kanter (1977) as cited in Jallad (2021), suggests that an employee's ability to affect job results, such as satisfaction and performance, is connected to the level of formal and informal learning they have within empowerment structures. Although formal learning helps with flexibility, visibility, and creativity, and prevents disrespectful behaviour, it is still seen as crucial and essential for increased employee satisfaction and the success of the organization (Nassani & Altuwaijr, 2021). Therefore, STEB suggests that lack of formal training (which is referred to ascorporate awareness) can lead to employee dissatisfaction, causing adverse impacts on both employees and the organization. Additionally, STEB indicated that corporate awareness strategies could result to increased employee satisfaction and performance. Previous studies have used STEB to examine how corporate awareness strategies impacts on employees' satisfaction in developed countries. The importance of STEB in the present study lies in its demonstration that by having a properly organized system of power, formal learning authority and opportunities, employee satisfaction and organizational results can be enhanced. Therefore, STEB promotes the implementation of efficient organizational frameworks that encourage corporate awareness.

Empirical Studies

Obrirhe (2024) conducted a study on corporate awareness strategies and their impact on employee satisfaction. The research analyzed how embedded systems, empowerment, and systems connection affect employee satisfaction. Literature that was related was examined for the study's objectives. The research utilized a survey design with a descriptive approach. 297 workers chosen from four companies located in Delta and Edo State. Data analysis was conducted using a sample size of 162. The survey served as a tool for gathering data. Descriptive and inference statistics were utilized to analyze the data obtained from the questionnaire administration. All necessary statistical analysis was conducted. The study's discovery showed a notable correlation between embedded systems and employee satisfaction, empowerment and employee satisfaction, and systems connections and employee satisfaction. It was determined that the success of an organization relies on employee satisfaction, which can be attained through promoting embedded systems, empowering employees, and fostering system connectivity.

Obrirhe, et al (2024) conducted a study on how continuous learning influences employee satisfaction. The study's goals were accomplished by formulating three research questions and two hypotheses. Total population was 297, including employees from Vintex Aluminum Asaba, Life Flour Mill Sapele, Differential Aluminum, and Nelux Paint Benin. Data analysis was conducted using a sample size of 162. The survey was utilized as a tool for gathering information. Descriptive and inference statistics were utilized to analyze the data obtained from the administration of the questionnaire. The results of the research showed a strong connection between ongoing education and employee happiness; there is a notable correlation between communication and questioning and employee contentment.

Alshemmari (2023) examined how employee empowerment (Delegation, Engagement, Trust, Communication, and Motivation) contributes to enhancing employee performance efficiency in the State Audit Bureau of Kuwait. In order to do so, a quantitative approach was used, and (243) surveys were given out to a group from the human resources department at the State Audit Bureau of Kuwait. The primary data collected was analyzed using SPSS, revealing that the main hypothesis of the study - that employee empowerment can enhance employee performance efficiency - was accepted. The results showed an R value of 0.901 and explained 81.1% of the variance. The research suggested offering career growth opportunities to staff, allowing them to assume additional responsibilities, engage in special projects, and enrol in professional development programs.

Tatar and Demir (2022) examined the potential connection between organizational learning and job satisfaction and the extent to which organizational learning can predict job satisfaction. The data analysis found a significant link between the variables "organizational learning" and "job satisfaction" via correlation study. Moreover, a

Significant statistical connection was found between seven elements related to organizational learning and moderate work satisfaction. The analysis of a basic linear regression was conducted to explore how much organizational learning can predict work satisfaction, showing that 38.6% of the variance in job contentment was influenced by organizational learning.

Gui-Xia and Abdullah (2022) explored if job satisfaction could act as a mediator in the connection between learning organization and organizational commitment. 452 teachers from Heilongjiang province in China were involved in this research. Structural equation modelling showed that work satisfaction played a significant role in mediating the connection between different aspects of a learning organization and the organization as a whole, particularly in relation to continuous learning, connection, and strategic leadership. Job satisfaction is a more accurate indicator of organizational commitment compared to learning organizations. The results are thoroughly examined, and a holistic approach is recommended to enhance both organizational learning and lecturer job satisfaction across all areas of the organization.

Methodology

The study adopted survey research design method. The purpose of this method was to collect data from numerous individuals of their perceptions on the influence of corporate awareness strategies on employees' satisfaction of satellites providers in Delta and Edo States, Nigeria. The study population comprised employees of satellite service providers in Nigeria, specifically Delta and Edo States. The study population comprised of five hundred and nine (509) employees of satellite service providers' (DStv, GOtv, and StarTimes) in Delta State and .three hundred and seven (307) in Edo State. The sample size for this study was obtained from the population of 816 employees of the satellite service providers in Delta and Edo State, Nigeria. In this study, the multi-stage sampling technique involving probabilistic (quantitative) and stratified random sampling was employed. In probabilistic sampling, the Taro-Yamane's sample size determination formula was used in obtaining the actual sample size of the study. The researcher used structured questionnaire on four adjusted point Likert scale of Strongly Agree (SA), Agreed (A), Disagree (D) and Strongly Disagree (SD). Also, scores were assigned to questionnaire items as follows: 1-Strongly Disagree, 2-Disagree, 3-Agree and 4-Strongly Agree. Furthermore, the research instrument (questionnaire) was administered to the employees of the satellite service providers in Delta and Edo States on a face-to-face basis by the researcher alongside two (2) research assistants; this is to ensure adequate retrieval of administered questionnaire as well as administering the questionnaire on employees who are knowledge on the research theme and have ample time to respond to the questionnaire. Data obtained in the study were analyzed using descriptive, post-estimation, and inferential statistical tools. The descriptive analysis includes the mean, standard deviation, minimum value, maximum value, kurtosis, skewness, Pearson correlation while post-estimation statistics include the variance inflation factor (VIF), and Breusch-Pagan and Cook/Weisberg test. The inferential statistics include the multiple regression models. The formulated hypotheses were tested using results of the multiple regression and analyses was carried out using STATA 16.0 Microsoft Statistical Package.

Results and Findings

Data Presentation

Table 1: Demographic Variables of Respondents

S/N	Parameters	Respondents	Frequency=256	Percent
1	Gender	Male	163	63.67
		Female	93	36.33
		Total	**256**	**100%**
2	Age	18-27years	132	51.56
		28-36years	90	35.16
		37-46years	23	8.98
		47years & above	11	4.30
		Total	**256**	**100%**
3	Marital Status	Single	103	40.23
		Married	149	58.20
		Others	4	1.56
		Total	**256**	**100%**
4	Educational Qualifications	OND/NCE	22	8.59
		B.Sc./HND	103	40.23
		M.Sc./MBA	80	31.35
		Others	51	19.92
		Total	**256**	**100%**
5	Period of Employment	0-2years	90	35.16
		3-5years	132	51.56
		5years & above	34	13.28
		Total	**256**	**100%**

Source: Author's Computation (2025)

In this study, two hundred and sixty-eight (268) questionnaires were administered out of which two hundred and fifty-six (256) were fully completed and retrieved from sampled respondents. Apparently, Table 4.1 is the demographics of 256 questionnaires administered on employees of selected satellite companies in Delta and Edo States, Nigeria. The results revealed that 163(63.67 %) and 93(36.33%) of the respondents were males and females respectively; this suggests that majority of the sampled respondents (who are employees of the selected satellite companies) were males. The age distribution showed that majority of the respondents representing 132(51.56%) were within age bracket 18-27years, 90(35.16%) were within age bracket 28-36years, 23(8.98%) within age bracket 37-46years while the remaining respondents representing 11(4.30%) were 47years and above; this result implies that the selected satellite companies in Delta and Edo States, Nigeria recruit more of young workforce.

Furthermore, 103(40.23%) and 149(58.20%) of the respondents are single and married respectively while the remaining 4(1.56%) were either divorced, cohabitating and separated respectively; this implies that majority of the respondents were married. The data showed that 22(8.59%) and 103(40.23) of the respondents had obtained ordinary national diploma (OND)/national certificate in education (NCE) and Bachelor of Science (B.Sc.)/Higher National Diploma (HND) respectively. On

the other hand, it was found that 80(31.35%) of the respondents had obtained Master Degrees (M.Sc./MBA) respectively while 51(19.92%) had obtained professional qualifications; this implies that majority of the respondents had obtained higher and relevant degrees, hence making them understand the questionnaire items

and be able to provide answers to them. In addition, the results revealed that majority of the respondents representing 132(51.56%) had worked for their organizations for 3-5years, 90(35.16%) for 0-2years while 34(13.28%) for 5years and above.

Table 2: Summary of Descriptive Statistics (Aggregate)

Statistics	EmSat	EmSys	EmLS	SysCon
Mean	3.4592	3.4359	3.3782	3.4205
Standard Dev.	0.3150	0.3517	0.4614	0.5864
Minimum Value	1	1	1	1
Maximum Value	4	4	4	4
Skewness	0.1181	0.2114	-1.3871	-1.6730
Kurtosis	2.3203	1.8906	6.7160	6.8477
Observations	256	256	256	256

Source: Author's Computation (2025)

Table 2 is the results of summary of descriptive statistics on corporate awareness strategies and employee satisfaction of selected satellite firms in Nigeria. The dependent variable is employee satisfaction (EmSat) while the independent variables were corporate awareness strategies (Embedded Styatem Awareness– EmSysA; Empowerment Awareness – EmA; System Connections Awareness – SysConA. The results revealed that all

the mean values of the variables (EmSatA = 3.4592; EmSysA = 3.4359; EmA = 3.4205;) scored above the 4-point rating scale of 2.5; apparently, this result suggests that majority of the respondents support the notion that questionnaire items are reliable indicators for corporate awareness strategies and employee satisfaction Also, the results suggest that the satellite companies practice incorporate awareness strategies

Table 3: Pearson Correlation Matrix

Statistics	EmSat	EmSys	EmLS	SysCon
EmSat	1.0000			
EmSysA	0.1465	1.0000		
EmA	0.0568	0.5150	1.0000	
SysConA	0.0589	0.3783	0.6159	1.0000
Observations	256	256	256	256

Source: Author's Computation (2025)

Table 3 is the Pearson correlation matrix of the corporate awareness strategies dimensions (EmSysA, EmSymA, SysConA), employee satisfaction (EmSat). The result revealed that all the dimensions of corporate awareness strategies were positively correlated with employee satisfaction. This clearly indicates that

there is positive relationship between embedded awareness; empowerment awareness, system connections awareness and employee satisfaction among the satellite companies in Nigeria. This result implies that corporate awareness strategies can be used by satellite companies to positively enhance employee satisfaction.

Table 4: Variance Inflation Factor Result

Variables	VIF	1/VIF
Embeddedness	1.41	0.7086
Empowerment awareness	1.90	0.5267
System Connections awareness	1.91	0.5267
Mean VIF	1.51	

Source: Author's Computation (2025)

Table 4 is the computation of Variance Inflation Factor (VIF) for the dimensions of the independent variables (EmSys, EmLs, SysCon) to determine whether there is the presence of

multicollinearity among pairs of independent variables of the study. The mean VIF which is 1.51 is lower than the accepted mean VIF of 10.0; this implies that the empirical models

ofcorporate awareness strategies (EmSys, Emsym, SysCon,) do not

show signs of multicollinearity.

Test of Research Hypotheses

Table 5: Multiple Regression Results

Source	SS	Df	MS	Number of Obs.	=	256
Model 1	18.3779	5	3.6755	F(5, 250)	=	6.68
Residual	137.518	250	0.5500	Prob. > F	=	0.0000
Total	155.896	255	0.6113	R-Squared		0.1179
				Adj. R-Squared	=	0.1002
EmSat	Coefficient	Std Error	t-value	P>/t/	[95% Confidence Level]	
EmSysA	0.3084	0.1327	2.32	0.021	0.0469	0.5699
EmA	0.0285	0.0087	3.26	0.001	0.0457	0.0113
SysConA	0.0191	0.0112	1.70	0.090	0.0030	0.0412
_Cons	2.2238	0.6597	3.37	0.001	0.9245	3.5231

Source: Author's Computation (2025)

In Table 5, we presented the multiple regression results for corporate awareness strategies (embedded – EmSys; empowerment – EmS; and system connections) and employee satisfaction and it was observed that the values of R-squared and adjusted R-squared were 0.1179 and 0.1002 respectively. This revealed that all the dimensions of corporate awareness strategies accounted for about 11.8 percent of the systematic variance in employee satisfaction. The adjusted R-squared revealed that while corporate awareness strategies are major drivers of employee satisfaction, there are other variables that could predict employee satisfaction which were not included in the empirical model of the study. The F-statistics (df=5, 250, F = 6.68) with a p-value of 0.000 indicated that the result is significant at 5 percent. Also, the coefficients were EmSys(0.3084), Em(0.0285), SysCon(0.0191), indicate that unit increase in embedded; empowerment, system connection, dialogue/inquiry and continuous learning strategies would lead to 31 percent, 3 percent, 2 percent, 3 percent and 4 percent increase in employee satisfaction respectively. The t-values for embedded awareness, empowerment awareness and system connections awareness were carrying positive signs, thus suggests that they positively influence employee satisfaction.

➢ Ho$_1$: Embedded system awareness strategy has no significant effect on employee satisfaction of selected firms

Decision: On the basis of results, the t-value is 2.32 with probability value of 0.021 which is less than 5 percent level of significance. This led to the rejection of the null hypothesis and an acceptance of alternative hypothesis that embedded system learning strategy has positive significant effect on employee satisfaction of selected firms in Delta and Edo States, Nigeria

➢ Ho$_2$: Empowerment awareness strategy has no significant effect on employee satisfaction of selected firms

Decision: On the basis of results, the t-value is 3.26 with probability value of 0.000 which is less than 5 percent level of significance. This led to the rejection of the null hypothesis and an acceptance of alternative hypothesis that empowerment learning strategy has positive significant effect on employee satisfaction of selected firms in Delta and Edo States, Nigeria

➢ Ho$_3$: System connections awareness strategy has no significant effect on employee satisfaction of selected firms.

Decision

On the basis of results, the t-value is 1.70 with probability value of 0.090 which is greater than 5 percent level of significance. This led to the rejection of the alternative hypothesis and an acceptance of null hypothesis that system connections learning strategy has positive insignificant effect on employee satisfaction of selected firms in Delta and Edo States, Nigeria

Conclusion

Based on the findings of the study, it can be concluded that effective corporate awareness strategies in the selected satellite companies in Delta and Edo State, Nigeria using the five dimensions of corporate awareness strategies (embedded, empowerment, system connection, dialogue/inquiry and continuous learning has significant positive effect on employee satisfaction. The study also concludes that employee happiness is critical to the success of organization, particularly when they are comfortable at work. This study concludes that for employees to be satisfied, they must be fit for the job, link with colleagues and make sacrifice for the organization by working together. Organization should pay attention to the three dimensions of corporate awareness strategies.

Recommendations

Based on the study findings, the researcher recommended as follows:

➢ Management of satellite companies should incessantly encourage and maintain dialogue and inquiry among employees so as to enhance employees' satisfaction.
➢ There is the need for management of satellite companies to imbibe a culture of employee empowerment initiatives so as to integrate employees fully into the schemes and processes of the organization
➢ Employee satisfaction can be increased if satellite companies promote embedded systems; hence, management should support and persuade entrenched behaviour in the workplace

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